

Matt Blunt
Governor

Gregory A. Steinhoff
Director

MISSOURI

DEPARTMENT OF ECONOMIC DEVELOPMENT

Dawn R. Busick, Director
Div. of Workforce Development

Rose Marie Hopkins, Exec. Director
Missouri Workforce Investment Board

Missouri Workforce Investment Board

Missouri Workforce Investment Board Orientation Retreat

Courtyard by Marriott
Blue Springs, Missouri

June 23, 2008

8:00 a.m. – 5:00 p.m.

June 24, 2008

8:00 – 11:45 a.m.

Attendees: Mike Deggendorf (Chairman), Garland Barton, Martha Ellen Black, Sen. Tom Dempsey, David Duncan, Howard Fisk, John Gaal, Keith Gary, Carol Gossett, Richard Gronniger, Zelema Harris, Pat Kellett, Gil Kennon, Gary Little, Nancy Montgomery, Rod Nunn, Neil Nuttall, Sen. Wes Shoemyer, Todd Smith, Robert Stein, Cheryl Thruston, Sarah Tate, Leonard Toenjes (June 23 only), Clare Urhahn, and Kelly Walters (June 23 only)

Staff: Rose Marie Hopkins, Glenda Terrill, Trish Barnes

Other Attendees: Division of Workforce Development: Dawn Busick, Donna Prenger, Mark Bauer, and Jason Gatz; Department of Economic Development's Missouri Economic Research and Information Center: Alan Spell; Department of Elementary and Secondary Education: Tom Quinn, Steve Coffman; Department of Social Services: Janel Luck; U. S. Department of Labor Employment and Training Administration: Cheryl Svec; Corporation for a Skilled Workforce: Nancy Laprade; Oklahoma Governor's Council for Workforce and Economic Development: Steve Hendrickson; Creating the Future, Inc.: Ed Barlow

Opening Comments

Mike Deggendorf, Chairman, called the meeting to order and had all in attendance introduce themselves. Rose Marie Hopkins thanked Cheryl Svec with the U.S. Department of Labor (USDOL) for the \$10,000 grant for this MoWIB Orientation Retreat.

Mr. Deggendorf explained the purpose of the planning retreat was to explore the mission, vision, and goals of the new board. The expectation by the end of the planning retreat was for MoWIB to have an understanding of its role in the workforce system and a vision that will guide it through the near future.

Mr. Deggendorf announced that the next business meeting will be a full day meeting on September 10, 2008 immediately before the Governor's Conference on Economic Development in Kansas City. Approval of the minutes of the March meeting will be on

the September agenda. Mr. Deggendorf encouraged board members to attend the Governor's Conference.

The Future of Missouri Workforce Development: It's a Journey, not a Destination

Mr. Deggendorf introduced Ed Barlow to provide insight on future trends impacting workforce and community development to be used as background in the planning process.

After describing his experience in the workforce development arena, Mr. Barlow stated that his role is that of a futurist. He has worked with a wide variety of industry clusters, employer groups, and professional communities both domestically and internationally. His perspective is to study what is on the roadway ahead and to interpret that for his clients.

In describing how the world is experiencing incredible structural change, he noted no person, industry, profession, organization, or community is exempt from change and failure to adapt accordingly has significant consequences, such as the reduction in per capita income and standards of living. After national defense, the second most critical issue facing the United States is the development of a competitive workforce that is able to maintain and enhance the wealth creation capability of this country, the state, and respective communities.

In a brief overview of the Workforce Investment Act of 1998 (WIA), Mr. Barlow explained a basic premise of WIA has been that state workforce boards need to be populated more by employers than education and training providers, as exemplified by the new the Missouri Workforce Investment Board (MoWIB).

With a macro view, he explained he would show how these trends will affect employer groups and the demand for workers and the knowledge, skills, and abilities the workers will need. He then explained how he would provide an understanding of policy governances and issues to be considered as the future role of MoWIB.

Mr. Barlow emphasized that workforce development is a journey, not a destination. He encouraged MoWIB to consider its leadership legacy through a defined future desired state. The degree to which MoWIB can capture and advocate to make it important amongst Missouri constituency groups will determine how well the efforts will build that desired state.

In using China as an example of the importance of continual focus on the past, present, and future, Mr. Barlow explained how China's culture was an entrepreneurial society for thousands of years until it became dormant under Communism. Mr. Barlow suggested

that the future of China is not manufacturing but life science, biotechnology, information technology, and nanotechnology. These are the same cluster areas that the US is trying to grow.

Mr. Barlow encouraged review of the Acceleration Study Foundation website. He also encouraged MoWIB to pay particular attention to the concept related to singularity, which is the concept that the world is changing so fast that man and species in current conditions cannot survive without taking on another form, for which research is currently underway.

Mr. Barlow described a new 24/7 reality for information, education, entertainment, and work. He suggested that 20 years from now, 15% of work as done currently, will be done virtually. He also suggested that 20 years from now, 10% of work will be done by robotics. Therefore, 20 years from now, 20% of the work currently done will be done virtually or by robotics.

Mr. Barlow described the role of MoWIB as guardian of a revolving gap in employment, asking for the future quantity and quality of workers needed by current or emerging industry clusters. If Missouri does not have a plan or process in its workforce system to close workforce gaps, then it is MoWIB's responsibility to advocate for ways to close those gaps.

He predicts that the future world will be as much a virtual world as a physical world but students and workers are still being educated as if it will be primarily a physical world. Mr. Barlow suggested that 25% of secondary school education will become virtual. He suggested as much time needs to be applied to virtual learning and understanding the future world of work as to the principle of the work.

Mr. Barlow stated that the 20 largest US employers have suggested that the next generation of workers need to be more self sufficient, need to contribute more to retirement and healthcare, and will be partially independent contractors. The primary reason employers reject otherwise qualified candidates is due to a bad credit rating; 98% of American youth graduate not having had one course in personal financial literacy, which is an integral part of developing the future workforce for wealth creation and future employer benefit.

In regard to the population's resource needs, Mr. Barlow predicts that future global warfare will be over natural resources. At the same time the US is attempting to be financially self-sufficient, it has to find a way to collaborate with other countries to find alternative ways for meeting the resource demands of the human species. This means collaborating with countries unfriendly to the US.

Mr. Barlow stated that 70% of wealth creation is related to human capital. He suggested that the future of economic development is more about growing and recruiting workers than recruiting employers. Many companies and human resources individuals indicate that financial incentives are less important than availability of the workforce. MoWIB also needs to find alternatives to create the future workforce as a way to ensure a competent pool.

Mr. Barlow advocated that the country is in an accelerating continuum of change necessitating the need to monitor change better and more often. He also noted critical organizational attributes which apply whether private sector, government, or non-profit relative to proximity to customer and speed to market.

Mr. Barlow cited extensive statistics regarding historical progression, education, funding alternatives beyond federal funds, and future expectations relating to employment trends and technology. He emphasized the importance for MoWIB to maintain an emphasis on retraining adults and to focus on skill enhancement over degree acquisition, citing the Career Readiness Certificate as an example.

In engaging the planning process, Mr. Barlow suggested using a planning-strategically model with a 5 or 10 year destination but including 90 day updates of the validity of the assumptions used to develop the future desired state. This could provide a real time awareness system for Missouri. Information could be tapped so MoWIB would be leveraging knowledge and resources across stovepipes. He stated that too much of education is organized for the convenience of the educator and educators need to be a part of the collaboration.

Technology through blogs, podcasting, and wiki's has established a virtual world for human resource development. Included in these emerging communications will be reliance on cell phones as the primary modality.

Mr. Barlow stated the big issue in the workforce today is that a Boomer manager has to work longer because there is not a Generation Xer in the pipeline. When a Boomer is responsible for managing a Generation Y, then a technology communication gap exists. He sees the most important workforce development retraining approach to be reverse mentoring in the workplace where the young new hire becomes a technology mentor to the older person increasing the younger person's connectiveness to the company and feeling of importance, which will retain that employee longer.

Mr. Barlow suggested MoWIB's role should include advocating for a knowledge management system. He cited Wal-Mart as an example as at the end of every day, it knows what happened in every store around the world through product tags using a

network of readers. This could be built into the industry cluster about transportation and distribution. Mr. Barlow stated ideas and responses on demand represent personal, professional, organizational, and community success strategies.

Mr. Barlow believes MoWIB's biggest competition in Missouri will be ignorance (the lack of awareness of what is happening) and apathy (a disinterested attitude for making necessary changes). Mr. Barlow stated that MoWIB should be the guardian of real time, up-to-date future-focused information on current and future demand for workers and the guardian of the revolving gap analysis where every 90 days MoWIB can see changes that have taken place and in what cluster the changes occur. Holistic thinking, the connection to education and training, and employer needs should be included in the workforce development system.

When thinking about the future, the focus should not only be on skills needed by cluster but across all clusters. No matter the cluster, each worker needs to know how to learn virtually, to understand the new technology that will be part of the workplace, and to be aware of how globalization will affect their workplace. Mr. Barlow stated one future view is for a comprehensive state workforce system that will give respect to and acknowledge all employee needs regardless of sector. MoWIB's current status is focused toward the private sector with eight clusters considered to be new and emerging. Healthcare is not one of Missouri's clusters although 70% of a community's revenue for a hospital comes from outside that community. He observed that access to healthcare will migrate to urban areas from rural areas if workers are not available. Rural healthcare employment development is critical in preserving that wealth locally. Mr. Barlow stated Missouri should have a comprehensive system for identifying demand and shortages and MoWIB needs to be responsible for making those recommendations.

Mr. Barlow stated that the US is in a serious six year economic structural change with three phases. Phase one: major private projects in the US must obtain foreign capital because US financial systems are broken. Phase two: layoffs, which are already occurring. Phase three: when structural change has ended, then the consumer will have less discretionary disposable income because the cost of food, fuel, and other items has increased.

Mr. Barlow predicts that economic pressures are just beginning. He related national layoff statistics to support this. Jobs that have been lost pay higher wages than the jobs that have been created. The median family income is forecasted to be lower. States are reporting very slow economic growth; Missouri is at 1.9%. Missouri has lost manufacturing not only to outsourcing but also improved productivity and technologies with a resulting change in employment. Federal and state governments have significant debt loads to be handled before these governments implode. Food, energy, healthcare, and higher education costs are increasing faster than income. Consumers are now

spending more on debt than on food. He expects consumer spending of the GDP to drop and downscale purchases so the government will create work programs. Workforce housing is an issue with people being unable to afford housing. Bankruptcies and foreclosures are reaching an all-time high. Between 2000 and 2008, the number of Missouri citizens spending more than 10% of their pre-tax income on healthcare costs will have increased by 328,000. Retirees are losing the pensions on which they were depending, forcing them to reenter the workforce. Education cost is increasing to dangerous levels for middle and lower income families. Missouri ranked F in affordability according to national standards and 27th in terms of student debt. Financial aid is decreasing and support to pay for college from family incomes is increasing. Mr. Barlow stated that 20 years from today, only 20% of the workforce will require a four-year degree or better while 80% will require a skills certificate or two-year degree. He suggested a new understanding about the benefits of higher education is needed.

As expenses continue to increase, employers will need to find ways to maintain profitability without significantly increasing prices. To do this, the employer will:

1. Increase productivity and automation, replacing employees with technology;
2. Reduce operating expenses starting with employee benefits; or
3. Outsource physically or virtually.

Mr. Barlow stated that the economy used to have a cyclical recovery. Workers laid off in a downturn were rehired upon recovery. He suggested that now employers will reinvent themselves during a downturn so the laid off worker will need to be retrained, although funding to retrain adults will be in competition with traditional educational funds. He suggested MoWIB advocate for a funding stream to create a 24/7 adult learning and retraining system that is as important as the traditional educational system.

At current levels of the federal deficit, federal workforce funding will be decreased. If an effective workforce development system is beyond traditional funding streams, then MoWIB may need to advocate for development of a statewide initiative to generate annual funding from state resources, as Missouri is currently supported solely by federal funding.

Mr. Barlow feels that traditional education needs to be reorganized and reincentivized with more money for the P-20 system. Those retired need to understand that their quality of life in their later years cannot be supported unless the wealth level of the next generation is increased.

Mr. Barlow's description of a good workforce system includes these points:

1. Close to the customer: the employer can go into the system, see a change in demand for workers and update the profile;
2. Speed to market: this workforce system can deliver information and a workforce pool better than any other at the state and community level;
3. Quality: to be based on industry standards not only educational standards;
4. Cost: there is a rate of return that can be measured for every dollar spent and the benefit can be identified.

Mr. Barlow recommended that Missouri's workforce system needs a brand in order for the public to understand the value of the system. Mr. Barlow noted that brand perception is instrumental in people deciding to live in Missouri and businesses locating here. He also noted that tourism is important for economic development. Hospitality workers are important in creating the effect that will impact interest in moving to a location. Because young people leave communities not for jobs but for lifestyle, then MoWIB needs to be aware of the atmosphere and environment as factors that cause workers to decide to live in Missouri.

Mr. Barlow stated that power is rising in the Far East and Middle East particularly. He recommended that the board read The Post-American World. He stated that the world is changing so the US will need to collaborate with different countries. By 2027, half of France will be Muslim so the language to learn to function in France over the next 20 years will be Arabic. In relation to the Far East, China will have a 700 million consumer class by 2020, which is comparable to but twice the size of the American middle class. This year, 7,000 manufacturing companies will move from China to Vietnam because the wage is too high in China. Mr. Barlow stated that some manufacturing may return to the US as transportation costs continue to increase, but he cautions there may not be a workforce available to do the work. Mr. Barlow stated that because of the aging global population, there is a global shortage of 35 million healthcare workers. Missouri may not be able to recruit internationally as it has in the past due to the increase in international medical care.

According to Mr. Barlow, if every legal and illegal immigrant worker were sent home, the \$14 trillion dollar US economy would drop to a \$12 trillion e. Healthcare workers account for 30% of these workers so it would drop to 20% because the US can't grow enough of its own. Mr. Barlow stated that Missouri will need a workforce strategy to recruit local talent including immigrants.

With the importance of the international economy, the metric system and foreign languages should be graduation requirements as 70% of the world's purchasing power is in countries where English is not the native language. Mr. Barlow emphasized that Missouri cannot grow its wealth unless international dynamics are understood.

Mr. Barlow stated that 31% of students getting masters degrees in engineering and 67% getting Ph.D.s at Missouri universities are foreign students. Although they generally return home upon graduation, he stated that Missouri needs to have a workforce strategy to keep these individuals. Foreign-owned companies and foreign-born inventors account for nearly half of US patents. Over the past 15 years, immigrants have started 25% of all US global companies backed with venture capital.

Competition for natural resources will also impact the available workforce in relation to economic development and quality of life. China is accessing natural resources in Africa and Latin and South America and has agreements with Brazil. As natural resources prices increase, an employer needs to ensure it has a technology workforce that will use natural resources wisely.

Mr. Barlow stated that the future is based on the convergence of science and technology, which will be applied by all industry clusters. Mr. Barlow stated that the US needs to acknowledge where this science is going instead of teaching in stovepipes. Mr. Barlow suggested that simulation learning and video games should be part of education and workforce development training to reduce the cycle time in getting people ready for work using technology.

According to Mr. Barlow, the size of the US will double by 2100 with 300 million more people. The US is the only developed country that is growing. By 2030, Missouri's population is expected to approach 6.8 million people. Missouri's growth rate is smaller and slower than other states meaning it will have an aging population. Nationwide, 68-70 million Matures that were thought to be out of the workforce will need to work until age 75. The two most important pools for potential employees are older workers and those under 18. Missouri can try to keep Generation Xers but there are fewer available.

Mr. Barlow stated that there is a 4% forecasted decrease in high school graduation from now until 2016. A company searching for a location will look at this emerging labor pool and ask how many will be interested in working in manufacturing and what incentives will need to be offered. If the company does not receive that kind of information, it will locate someplace else.

Ethnic diversity continues to be a more significant issue. In less than 50 years, less than half of the population of the US will be white; 38% of the workforce will be brown and black, who also have the highest high school drop-out rate. He believes students do not need a high school diploma or told they need a four-year degree. His belief is that at age 16, they need to be put into a sequence for an employability certificate with continuous

learning connected to it. Skills will impact the paycheck, not acquisition of a high school diploma. This emerging all-color labor pool has to be engaged in different ways so they can work up the value chain to make a good income, regardless of educational attainment.

Mr. Barlow strongly recommended committing efforts toward the human resources area. Mr. Barlow predicts a significant workforce shortage due to population growth, the increase in job demand growth, lower unemployment, and an aging workforce. Mr. Barlow listed three strategies needed to deal with the impending workforce shortage:

1. Employers must reduce turnover;
2. The productive work life of the soon-to-retire Boomer population must be extended by five years, perhaps through transitioning from working full-time to becoming project workers; and
3. The cycle time must be reduced for getting young people ready for work through a reinvented educational system.

Taking the Workforce Investment Board and System to the Next Level

In the second section of Mr. Barlow's presentation, he focused on specifics he recommended MoWIB should include in its planning process.

Mr. Barlow believes different public policies are needed that will empower educators to be able to do better. For example, in Florida, high schools are given equal credit for graduating students with industry certification as for those students going on to traditional college. MoWIB needs to collaborate and make recommendations on how to change public education policies.

The old workforce system basically gave boards money to distribute. With WIA, the board was told it needed to integrate all workforce programs into One-Stops to consolidate funding from 14 different streams. With the condition of the federal budget, it will be difficult to obtain discretionary federal funding without significant increases in taxes; ten years from now there will be no discretionary federal funds at all based on current spending patterns. MoWIB needs to think about a workforce system that is beyond WIA and the federal government.

MoWIB should first focus its energy and vision on identifying the demand for workers and then on promoting development and organization of resources available to prepare workers. If this is not being done in Missouri, then Missouri will not have a good workforce system.

Mr. Barlow stated that MoWIB should think beyond its experience and plan beyond its tenure. Boards are responsible for policy, which is to include the future desired state. The future desired state can come in two forms: what is needed years from now and the

other is a 24/7 workforce development system with a 90 day update on workforce demand.

He stated that if he were holding a meeting on workforce development, the employers would sit on the inner square discussing demand for workers. The partners would sit on the outside listening so they could find a way to meet that demand. Under JTPA there were no employers as everybody at the table was a service provider/partner. WIA changed the board to 51% business membership but Mr. Barlow doesn't see that as far enough. He believes employers should update future demand. If there isn't a partner in Missouri that can meet that demand in the time the employer needs it, then the employer should be able to find it outside of Missouri, putting pressure on traditional education.

He recommends MoWIB should look at getting to what it defines as the desired state in five years. This would be accomplished by the partners working with the state workforce agency to determine implementation. He cautioned that the five year desired state may change based on new clusters.

Mr. Barlow believes that board meetings should be divided into thirds:

First 1/3: the future demand;

Second 1/3: policy actions to be taken; and

Third 1/3: receiving reports, primarily submitted in advance. He notes a report should only be presented in person if it affects policy.

Two-thirds of MoWIB's time should be committed to future making policy decisions that will get Missouri toward that desired state. In respect to board members' time, he recommended establishing a metric. The annual board evaluation should demonstrate how much time is spent on each allocation. If the appropriate amount of time is not spent on each allocation, a revolving gap analysis will be ineffective.

If Missouri needs a brand for the workforce system, Mr. Barlow recommended that MoWIB think about the five things the workforce system does:

1. Scans emerging workforce development issues;
2. Convenes with the local workforce investment boards (LWIBs) to determine how the state board can assist local needs;
3. Facilitates the process to take action and leverage resources;
4. Provides a visible physical location so people know there is a system; and
5. Evaluates changes that have been made and their effectiveness.

Several times, Mr. Barlow reinforced three approaches MoWIB should take in working toward successful workforce development:

1. Grow them (career introduction in elementary school, career exploration in middle school, career pathways in high school);

2. Recruit them (foreign workers, skilled or unskilled, and Ph.D.s that may leave Missouri upon graduation); and
3. Retraining (prove that Missouri has the best worker retraining program in the country).

Mr. Barlow believes MoWIB should look at itself as equivalent to the vice president for human resources of a company understanding that MoWIB has many companies, employer groups and clusters.

Mr. Barlow suggested that, in light of federal funding reductions, a financial taskforce should be established to forecast funding over the next five years to identify where the decline takes place and to locate alternative sources of revenue.

Mr. Barlow believes that everyone will need to find ways to get leaner and develop better metrics for return on investment. He suggested Six Sigma might be incorporated into the metrics. Six Sigma is being used by many governmental units and 80% of hospitals will use Six Sigma within eight years.

Mr. Barlow stated that MoWIB needs to think about revenues beyond WIA. State and private funding need to be evenly matched. MoWIB is responsible for identifying needed resources that are beyond traditional sources; Missouri cannot have a system unless there is a revenue stream to support it. MoWIB's role needs to be brainstorming on how to raise money; most fundraising is driven by a compelling vision and need.

New sources of revenue could be:

1. Contracted services: sell training, serve as a part-time human resources person, and offer personnel consulting services;
2. Program staff collaboration: integrate functions that overlap and are duplicated in different agencies, use guidance counselors as One-Stop agents;
3. Corporate sponsorships: could be industry cluster support; and
4. Philanthropy: establishment of 501(c)(3) foundations.

Mr. Degendorf recognized Dawn Busick as being responsible for Mr. Barlow being present for the planning retreat. Ms. Busick had recently seen Mr. Barlow present at another conference.

State Workforce Board Responsibilities

Steve Hendrickson spoke from his perspective as Chairman of the Oklahoma state workforce board (Governor's Council for Workforce and Economic Development), Vice Chair of the National Association of State Workforce Board Chairs, and as Director of State and Local Governmental Relations for The Boeing Company. Mr. Hendrickson's perspective focused on application of the information presented by Mr. Barlow.

When Oklahoma's state board was reconstituted 3½ years ago, they also consulted with Mr. Barlow for background for the board. He related an experience with his company when he visited 27 states vying to build the Boeing 787 in their state. Every state claimed to be incredibly unique but he soon realized that everyone was in the exact same situation and that workforce remains the primary consideration. If there is no workforce available or the pipeline is full of the needed skills for that industry, then there is no need to recruit in that location; economic development and workforce development cannot be separated. Not everything will work in Missouri that worked in Oklahoma but MoWIB will find countless examples and people who are willing to share what works for them.

Mr. Hendrickson related three lessons while serving on Oklahoma's state workforce board:

1. Take the time to learn the system but not too much about the system;
2. You may think that your state has the most unique problem that nobody else has but everybody has similar problems; and
3. Somebody else is doing something that Missouri can borrow and make its own

Contrary to the private sector, the workforce system is generally eager to share what works. He is confident there are pockets of excellence in Missouri with the challenge being locating them and who knows about them.

Mr. Hendrickson advised MoWIB not to delve too far into the process but to focus on outcomes with the board meetings providing the opportunity to discuss issues. He stated that every MoWIB member is probably some part of a stovepipe, as being a piece of the solution but not the entire solution. He cautioned that those working in workforce programs sometimes feel threatened when asked how a program fits into the mission of the workforce system. He observed that MoWIB is in the unique position of being sanctioned by the Governor to find out what the different programs do and move everybody in one direction.

Mr. Hendrickson stated that at the national state board chair meetings, the conversations among the members keep implying that no other state has the same issues as their state. He reminded MoWIB not to fall into that trap as other states have similar issues. He stated that MoWIB should focus on doing the right things, not doing things right.

He cautioned that MoWIB may face fading enthusiasm from board members and experience attrition. The key to ensuring that members continue to attend meetings is to engage each one and to make good use of their time. He also suggested the common good must come from all of the members rather than one individual dominating discussions.

In regard to funding, Mr. Hendrickson stated that everybody across the country is having funding problems. He is hopeful that when the US emerges from this funding issue that there will a better system with the possibility of a reduced number of LWIBs working more efficiently.

He lamented that a state workforce board has the benefit of its purpose being so incredibly complicated that it can't be explained in a sound bite and so poorly understood that the public at large doesn't know it exists. Oklahoma has a standing committee on communications and suggested that MoWIB may want to consider this also. Communication about the board and its work needs to be treated equally important as the policies that the board recommends.

There are two main issues of importance from the national perspective: political support and consistency of the board. Level of involvement in different states goes from the Governor micromanaging to the Governor completely absent from issues related to the state's board's work. He encouraged the board to be engaged with the Governor. In relation to board consistency, some states have complete turnover with each new administration. Oklahoma and other states have codified legislation where the state workforce board continues no matter who the Governor is, although, the chair could come or go. He recommended this as the preferred structure.

The composition of Oklahoma's Governor's Council is similar to the composition of MoWIB. With 60% being private sector members, oil and gas is well represented but manufacturing and small businesses are under represented. Oklahoma finds it hard for the private sector members to attend but public sector members might also find it difficult if the director does not back them or if they aren't having a good funding cycle.

After four months of strategic planning, Oklahoma identified the key problems as too few workers, outdated skills, and no marketable job skills. Mr. Hendrickson stated the vision of Oklahoma's Governor's Council is "a competitive advantage through integrated workforce and economic development policy." Its mission is "to advance demand-driven workforce and economic development systems." Oklahoma's three action steps are to:

1. Grow talent, skills and knowledge (including career pathways and exploration);
2. Grow and deliver solutions for talent recruitment and retention (lifelong learning); and
3. Grow the awareness (through a proactive delivery system).

The intent is that Oklahoma's board will listen to employers' needs over what academia believes to be the workforce trend. What Oklahoma finds is that there is a key disconnect in that education wants to develop curriculum that addresses workforce needs, requiring perhaps two years, but convincing the private sector to look beyond current financial

statements is difficult. Oklahoma is relying on three metrics: the quantity of people going through the workforce system being placed in a job, the average wage of that placement, and the retention of those placements. Specific measures have not yet been established. For every one of those three initiatives, there is a key action including when it is going to be due, how it is going to be done, who is doing it, and what resources are needed. Oklahoma then posts this information to its website to be accessible anytime. For those wanting to explore a career, Oklahoma's website provides real-time data on average wages and training available by industry, sector, or occupation. Every higher education institution is also linked to the website for education planning. Oklahoma's website includes all known job openings along with a link to every major job search engine and all major employers and can be cross-referenced to any particular interest based on the individual's profile. An individual who wishes to start a business can also use Oklahoma's website for entrepreneurial assistance for incentive money and training available to start a business.

He summarized by reemphasizing three points:

1. The board should learn how the system works but don't learn too much about it, focus on the outcomes;
2. You're not in it alone; and
3. What works someplace else may work in Missouri.

In response to additional discussion, Mr. Hendrickson shared that he considers his greatest success to have brought warring factions within the system together to talk, work, and cooperate with each other. He considers the biggest barrier to be understanding what the system does, the inability to effectively communicate how important the workforce system is, and how much a part of the solution the system is. Mr. Hendrickson noted that he sees the funding rescission as an opportunity to allow his board to reexamine the effectiveness and efficiency of the existing system. His hope for the future is to improve the efficiency of service delivery by 100% and to maintain a long list of people willing to serve on the workforce board as opposed to having to recruit board members.

Creation of Strategic Plan

For the rest of the day and the next morning, Nancy Laprade, Corporation for a Skilled Workforce, facilitated the construction of a vision, mission, and strategic issues. The verbiage from this work will be developed further for the full board.

End of Day One Comments

Mrs. Hopkins pointed out that each meeting packet includes a copy of the Sunshine Law, reminding the board that as a public entity, MoWIB is subject to open meeting requirements. She stated this is provided as a resource and encouraged each member to be familiar with its contents. She also stated that Dawn Busick has provided each member a gift of a clock as appreciation for serving on MoWIB.

Closing Comments

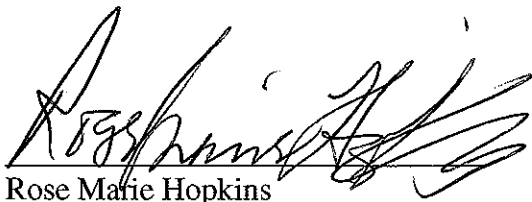
Mr. Deggendorf thanked Ms. Laprade, the board, and the staff for the work toward the planning process. The next board meeting is September 10, immediately prior to the Governor's Conference on Economic Development in Kansas City. He reminded MoWIB members to see Glenda Terrill regarding the SkillsUSA Conference, if interested. Mr. Deggendorf also reminded members to notify Ms. Barnes if interested in being on the list for DWD's weekly e-mail newsletter.

Adjourn

Being there was no further business, Mr. Deggendorf adjourned the meeting at 11:45 a.m. on June 24, 2008.



Mike Deggendorf
Chairman



Rose Marie Hopkins
MoWIB Executive Director